



TCOP Activity Impact on Treasury Development in Tajikistan

TCOP Thematic Videoconference – December 11, 2024

Main Department of Central Treasury, Ministry of Finance,
Tajikistan

The correlation of TCOP events and treasury reforms undertaken in Tajikistan

Main Themes of TCOP Annual Plenaries

- 2010 – Modernization of the treasury operations through the use of IT
- 2012 – Strategies for treasury modernization
- 2013 – Internal control and the role of a modern treasury
- 2014 – Fiscal transparency and accountability
- 2015 – Practical issues in cash management and treasury controls
- 2016 - Evolving role of the government treasury function in a modern automated environment

Tajikistan Treasury System Reforms

- In 2010-2013 we explored the issues related to developing and implementing FMIS. TCOP was the main platform to explore and learn about these issues.
- In 2011, by the decision of the Steering Committee of the Public Financial Management, a Strategic plan for the development of the treasury system of the Republic of Tajikistan (2011-2016) was approved.
- The experience of TCOP member countries on the internal control in the treasury system was largely used for drafting the new treasury instructions and developing FMIS.
- The issues of fiscal transparency and accountability are being regularly addressed.
- In 2015-2018 the issues related to developing cash (liquidity) management system, commitment management, and automation of these processes were explored.
- The experience of TCOP member countries in the area of evolving role of the government treasury function in a modern automated environment is very valuable and is being applied during the reform of the treasury system and in process automation.

The correlation of TCOP events and treasury reforms undertaken in Tajikistan

Main Themes of TCOP Annual Plenaries

Tajikistan Treasury System Reforms

- 2017 - Risk management in treasury operations
 - 2018 - Measurement and monitoring of treasury performance
 - 2019 - Evolution of the budget expenditure controls, interaction between the government budget execution and procurement processes
 - 2021 - COVID-19: Challenges and lessons learnt
 - 2023 - Evolution of the role and functions of treasury institutions with a particular focus on treasury controls, risk management, and use of information technologies
 - 2024 - Latest trends in treasury modernization based on the application of modern information technologies
- So far, there has been no activity in this area.
 - During the implementation of the Strategic plan for the development of the treasury system of the Republic of Tajikistan, a methodology for treasury performance evaluation was developed. Currently, this methodology is being used for evaluating treasury performance. No major changes have been introduced to this methodology.
 - During 2015 – 2018, the issues related to developing a commitment management system and automating this process were explored. In 2019 – 2022, an additional FMIS module on commitment management was developed. Since 2024, this FMIS module was implemented and currently covers the republican budget..
 - No active reforms were implemented during this period.
 - The experience of TCOP member countries in the area of the evolving role of the government treasury function in a modern automated environment is very valuable and is being applied during the reform of the treasury system and in process automation.
 - Currently, FMIS is being integrated with the e-procurement system. Also currently the centralized system of accounting in the public sector is being developed. The latter system will allow for forming individual and consolidated financial reports based on international standards.

Knowledge Products and Bilateral Relations

Government Treasury Single Account (TSA) and Cash Management in PEMPAL countries:

- The 2021 survey conducted by PEMPAL TCOP demonstrated best practices of TSA management among participating countries.
- For Tajikistan, the survey became an impetus to improve its Treasury processes, including the transparency and efficiency of budget funds management

Cash Flow Forecasting and Analysis Tool (CFAT):

- CFAT was presented within PEMPAL activities as a promising approach to increasing the efficiency of cash flow management.
- For Tajikistan, this tool is of special interest because of its potential for optimizing cash management.

Strengthening bilateral relations:

- In 2009-2014 an agreement on cooperation between the Ministry of Finance of the Republic of Tajikistan and the Federal Treasury of the Russian Federation was signed
- In 2013-2018, an agreement on cooperation between the Ministry of Finance of the Republic of Tajikistan and the Ministry of Finance of the Republic of Türkiye was signed. A memorandum on cooperation was signed in 2023.
- Currently, a memorandum on cooperation with Georgia is being prepared. It is symbolic that signing of this memorandum is planned for the May event of PEMPAL in Georgia.